THOMAS J. HOUSEL WORK EXPERIENCE

Professor of Information Systems, Naval Postgraduate School, 8/01-present. Teaching areas including decision support, database management, knowledge management, telecommunications, and electronic commerce. Research in the areas of calculating the **return on knowledge** and **information technology, measuring the impact of new return on knowledge measures on investors and analysts**, and measuring the economic impacts of electronic business and electronic commerce business models.

Associate Professor of Information and Operations Management, University of Southern California, Marshall School of Business, 8/95 – 8/01. Created knowledge management, telecommunication, business process reengineering application and methodology courses. Redesigned and marketed Master of Science in Information and Operations Management degree program. Taught MBA, executive programs, and undergraduate courses in information technology, business process reengineering, knowledge management, and telecommunications.

Academic Program Director, University of Southern California, Marshall School of Business, 8/98 – 8/01. I was in charge of the following departmental activities: faculty course assignment and classroom scheduling, curriculum design, handling student complaints, hiring and supervision of part time faculty, and allocation of funds for the hiring of teaching assistants. In addition, I developed and administered a faculty mentoring program focused on improving the department's overall quality of instruction and teaching ratings. I proposed and administered a budget for this activity annually. I administered the budget for the listed activities and supervised staff with regard to the listed activities. In this capacity, I, with the Department Chair, was responsible for the staff's annual performance appraisal.

Director (Vice President), Consumer Behavior Research in Telematics and Informatics, Centro Studi S. Salvador (Telecom Italia), 1/1994 - 8/1995. Reporting directly to the Executive Vice President of Strategy. In charge of developing a research program, including conducting and supervising studies in projected consumer acceptance of proposed new broadband telematic-informatic services.

Chief Business Process Engineer, Strategic Information Systems Division, Pacific Bell, 10/1992 - 1/1994. Develop reengineering methodology, tools, and measurement strategies for company-wide

reengineering projects and led company-wide strategic planning and modeling for future reengineering efforts.

Director, Business Development and Domain Engineering, Strategic Information Systems Division, Pacific Bell, 8/1991 - 10/1992. Administered marketing and process reengineering functions, and helped secure in excess of five million dollars in operating capital and client-funded projects.

Assistant Professor, University of Southern California, School of Business Administration, 1982 - 1991. Developed and taught courses in telecommunications, information systems, and communications for business.

Associate Director, Center for Operations Management Education and Research, University of Southern California, 1987 - 1991. Center's purpose was to conduct research and provide industry forums for topics in operations management. I managed the Center's daily operations and maintained direct contact with other national and international private and public research institutions. Members of the center board were high level executives in industry and government and I frequently made presentations to the board on the Center's programs and financial condition.

Associate Director, Center for Telecommunications Management, University of Southern California, 1984 - 1985. Center's purpose is to project future directions of telecommunications industry world wide in terms of markets, policies, technology, and economics. The Center is internationally recognized as a leading source for information about international telecommunications infrastructure economics and technology deployment. I helped develop the Center's policies and research directions as well as leading and overseeing research projects. I was responsible for meeting with the board of directors to deliver state of the Center addresses as well as maintaining contacts with members of the industry and academia world wide.

Assistant Professor, University of Kentucky, College of Communications, 1977 - 1982. Taught organizational communication, interpersonal communication, business communication, and cognitive science courses.

CONSULTING

Completed development and implemented (1998-99) a web based survey generation tool ("X-Ask") for Xerox. The tool is in wide use within the training division and is moving to new areas within Xerox.

Completed pilot business process reengineering/knowledge auditing project (1996-97) for Telecom Italia that is serving as the model for reengineering the corporation (the next core process they are using the model for is billing).

Completed a training package and taught (1996) partners and senior managers of a Big Six accounting/consulting firm the Knowledge Value-Added methodology with a focus on the Knowledge Audit©.

Completed a project (1996) to give Ameritech financial planners a new method for the capital allocation process. The project included a benchmarking of the CAP approaches used by other large companies and a new method based on the Knowledge Value-Added methodology.

Completed study of strategic use of Artificial Intelligence (AI) for Strategic Information Systems Division of Pacific Bell (1991) resulting in significant changes to Division strategic directions.

Completed extensive study of French videotex system ("Minitel") for the National Telecommunications Industry Association (March, 1990) which included the report in a major rate structure filing.

Completed research for the Minister of Communication, Province of Quebec, on videotext. The study produced a new multi-criteria decision making model for the introduction and implementation of new information systems (videotext services) on a national scale (see Research in Progress) and was used by the Minister to develop policy around Bell Canada's ALEX videotex service (1990).

Completed a study for the Italian telephone monopoly (STET - Telelab for Pietro Davoli) on predicting changes to the global telecommunications industry in response to European Common Market initiative 1992.

Completed a detailed case study for Bell Communications Research (Bellcore) on the implementation of a 30,000 line PBX (NTI) system at TRW (170 pages) in 1990. An edited version also published in a book of cases.

Completed a study for AT&T on the future of the telecommunications function and telecommunications director (34 pages) in 1988.

Performed teleconferencing research for Hughes Aircraft (EDSG) on three teleconferencing systems for the purpose of system selection, implementation, and training. The study compared the effectiveness of the three systems for conducting meetings between design engineers (1985).

Conducted research for Southern California Edison on the feasibility of replacing some face-to-face meetings with teleconferences. This research compared full interview, audio-visual teleconferences with face-to-face meetings (in real business settings). Research resulted in selection and installation of a full-motion, compressed digital video-conferencing system (1984).

Conducted extensive research for IBM. This research empirically measured the effectiveness of IBM's formal communication systems at the Lexington, Kentucky plant (1983).